

Operating budget

Capital budget

Equipment budget

LIST

Item	Cost	Year
1	1000	2020
2	2000	2021
3	3000	2022
4	4000	2023
5	5000	2024
6	6000	2025
7	7000	2026
8	8000	2027
9	9000	2028
10	10000	2029

IRS 990

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	100
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**Part IX** **Statement of functional expenses**

Section 501(c)(2) and 501(c)(4) organizations must complete all columns. All other organizations must complete column (A).

Check if Schedule O contains a response or note to any line in this Part IX ☐

Do not include amounts reported on lines 5b, 7b, 8b, 9b, and 10b of Part VIII.		(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1	Grants and other assistance to governments and organizations in the United States. See Part IV, line 21.				
2	Grants and other assistance to individuals in the United States. See Part IV, line 22.				
3	Grants and other assistance to governments, organizations, and individuals outside the United States. See Part IV, lines 15 and 16.				
4	Benefits paid to or for members.				
5	Compensation of current officers, directors, trustees, and key employees.				
6	Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B).				
7	Other salaries and wages.				
8	Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions).				
9	Other employee benefits.				
10	Payroll taxes.				
11	Fees for services (non-employees):				
a	Management.				
b	Legal.				
c	Accounting.				
d	Lobbying.				
e	Professional fundraising services. See Part IV, line 17.				
f	Investment management fees.				
g	Other. (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Schedule O.)				
12	Advertising and promotion.				
13	Office expenses.				
14	Information technology.				
15	Royalties.				
16	Occupancy.				
17	Travel.				
18	Payments of travel or entertainment expenses for any federal, state, or local public officials.				
19	Conferences, conventions, and meetings.				
20	Interest.				
21	Payments to affiliates.				
22	Depreciation, depletion, and amortization.				
23	Insurance.				
24	Other expenses. (Itemize expenses not covered above. List miscellaneous expenses in line 24e. If line 24e amount exceeds 10% of line 25, column (A) amount, list line 24e expenses on Schedule O.)				
a					
b					
c					
d					
e	All other expenses.				
25	Total functional expenses. Add lines 1 through 24e.				
26	Joint costs. Complete this line only if the organization reported in column (E) joint costs from a combined educational campaign and fundraising solicitation. Check here <input type="checkbox"/> if following SOP 98-2 (ASC 956-720).				

Does the organization make grants to other organizations or assist individuals?

How does the organization's compensation look? Are top level employees paid more than other salaries?

How do all the totals on this line relate to each other? Is the amount going to program over 70%? Do they report any fund raising cost? How does the total fund raising cost relate to the total fund raising income show on Page 9 Line 1h?

## Miriam Barnett's Grant Writing Advice:

- Read the guidelines more than once. They are there to help you do things right and they should be your best friend. Highlight the language where they tell you what they are looking for and use that language back in the narrative.
- Answer all the questions honestly. Always assume someone is on the panel that knows your dirty laundry. If they give you an opportunity to discuss your challenges, discuss them!
- Answer all the questions. If the question does not apply to your project, explain that, do not leave the answer blank.
- Be specific and concise when you answer the questions. If they ask you to answer multiple concepts, like “how will your program provide on-site training, off-site training and child care,” answer each part one at a time:  
Our program will provide on-site training by.....  
Our program will provide off-site training by.....  
We will address child care issues by providing.....  
It is a good idea to start your sentence by restating the question in the form of a sentence. Do not ramble or give more information than is necessary but do give complete answers.
- Grant writing is not creative writing. Fluffy language and adjectives are not your friend. Statistics and numbers are. At the same time, remember that humans are reading your grant so don't be totally dry. You want to have facts that make people remember you!
- Budgets: Assume someone like me who loves numbers is looking at your grant. Does the budget match your narrative? If someone else is doing your budget, make sure you know what the numbers are saying. Example: saying you will reduce the deficit by increasing fundraising but the budget shows you are slashing fundraising expenses.
- If you are not funded, do not call the funder to ask why when you are angry or dejected. Wait to call them. Do not ask if you do not want to know. Do not be hostile to a funder. Your voice should be such that someone would want to talk to you. Do not try to prove them wrong.
- For art organizations, if you are asked to give work samples, make sure they are top quality. If slides, would they project well in a room that is not real dark? If a tape or video, is it cued to the best 2 minutes?
- Have someone who does not know about what your grant is about proof it. If they don't get it, the panel won't either. Proof your work more than once and by more than one person.
- Attach everything that is requested. Check the list twice.
- Use statistics **and** percentages.

- Be clear and concise.
- If you want to say something that is a statement of emotion about your organization, do so by using quotes from someone else. If you make statements like "We are the best organization this side of the Rocky Mountains" you better be able to say why.
- Do not assume you can do it in a day! You need the extra time to reflect on it and tighten it up.
- Look at deadlines carefully. Is it a postmark deadline or a "do by" deadline?
- Give yourself a false deadline so you are not rushed. Make sure you remember to return the final report. Put it on your calendar!
- Try to get the grant in before the deadline. Some funders will review your grant when it comes in and if they see ways you can make it stronger or if you forgot an attachment, they will let you know and you still have time to fix the problem.
- Attaching a cover letter that gives a brief summary of your request is a nice touch but do not repeat paragraphs that are in your grant.
- Make sure you give a contact number where you can be easily reached.
- If a funder calls to set up a site visit, return their call promptly. If you need time to make sure the date works for other people, at least let the funder know you are working on it and will get right back to them with a final answer.
- Have a ritual to see the grant out the door.
- Celebrate success!

## **Budgets**

Make sure the numbers tell the same story as the narrative. Double check that all the numbers add up correctly.

Explain any anomalies by adding a narrative portion to explain any unusual line items in the budget, if needed. If costs are straightforward and the numbers tell the story clearly, explanations are redundant.

If you decide a budget narrative is needed, you can structure it in one of two ways. You can create "Notes to the Budget," with footnote-style numbers on the line items in the budget keyed to numbered explanations. If an extensive or more general explanation is required, you can structure the budget narrative as straight text. Remember though, the basic narrative about the project and your organization belongs elsewhere in the proposal, not in the budget narrative.

Some funders like the Greater Tacoma Community Foundation ask for an explanation of your financial state. Here is an example of how I answered that question. Be honest in this part. If you have a deficit, this is the place to explain why and detail how you are going to overcome it.

Please describe your organization's ability to maintain a balanced budget, list your funding sources and strategies, describe financial challenges, and explain any significant deficit or surplus.

*(500 word maximum)*

The YWCA consistently maintains a balanced budget. Oversight for the financial management of the YWCA is provided by the finance and audit committees. We participate in annual audits and in the words of our auditor, "You are the most financially savvy organization I work with." The national YWCA office did a financial vitality study, reviewing the 990's from all 243 YWCA's nationwide. Our YWCA's was determined to be in the top 35 for financial vitality. As a result, we were asked to participate in a national survey with results being shared as an example for all YWCA's.

In each of the last eleven years, the YWCA has exceeded its goals in the current operating budget. We have a diversified funding strategy that includes government grants, private foundations, the United Way, individuals and events.

We also have vastly improved our events management resulting in an increase to our annual fundraising. Instead of doing many small events that did not net the agency much profit, we now concentrate on two major events (an auction and a luncheon) that both bring in over \$150,000 net each. Our agency fund development plan includes stewardship of donors so they continue to engage with our organization after attending our events.

We have avoided financial challenges by being pro-active during the recession, successfully reaching out to donors for increased gifts as government funds dwindled. Because we maintained an attitude of abundance and did not let ourselves fall into scarcity thinking, we did not have to cut any programs or reduce the size of our staff. We also use our clients

voice to advocate with the state whenever a reduced budget is threatened. This is a win/win because clients are empowered to share their stories learn that their voices matter. We also help them register to vote (which they can do and still have confidentiality so their abuser cannot access their information).

The YWCA invests its assets with Greene Wealth Management and, by staying the course and listening to our advisors, has recovered from the down market of the recessionary years.

When providing free services for victims of domestic violence, we simply must continue to raise additional funds every year as the need is not decreasing in our community. Without the ability to provide services for victims, our community would see more domestic violence homicides and more children would be left without the ability to heal and continue their lives in a positive and productive way.

# Simple Program Budget

Budget for: \_\_\_\_\_

<u>Income</u>	<u>Amount</u>
Individual Giving	
Contributions	_____
Special Events	_____
Government Grants	
Federal	_____
State	_____
Local	_____
Foundation/Corporate Grants	
Funder A	_____
Funder B	_____
Funder C	_____
Earned Income	
Fees	_____
Contracts	_____
Other	
Mortgage	_____
Total:	=====

<u>Expense</u>	<u>Amount</u>
Land Acquisition	_____
Site improvements	_____
Construction	_____
Landscaping	_____
Architect/Engineering	_____
Permits	_____
Taxes/Fees	_____
Equipment/Furnishings	_____
Contingency	_____
Bridge loan costs	_____
Misc.	_____
Misc.	_____
Total:	=====

Fundraising    \_\_/\_\_/\_\_ to \_\_/\_\_/\_\_  
 Construction   \_\_/\_\_/\_\_ to \_\_/\_\_/\_\_  
 Occupancy      \_\_/\_\_/\_\_

# Simple Program Budget

Budget for: \_\_\_\_\_

<u>Income</u>	<u>Amount</u>
Individual Giving	
Contributions	_____
Special Events	_____
Government Grants	
Federal	_____
State	_____
Local	_____
Foundation/Corporate Grants	
Funder A	_____
Funder B	_____
Funder C	_____
Earned Income	
Fees	_____
Contracts	_____
Other	
Endowment	_____
Total:	=====

<u>Expense</u>	<u>Amount</u>
Salaries	_____
Benefits/Taxes	_____
Rent/Mortgage	_____
Utilities	_____
Office Supplies	_____
Printing/Postage	_____
Telecommunications/Web	_____
Equipment Maintenance	_____
Travel and Meetings	_____
Misc.	_____
Misc.	_____
Misc.	_____
Total:	=====

From \_\_\_\_/\_\_\_\_/\_\_\_\_ to \_\_\_\_/\_\_\_\_/\_\_\_\_



Budget Narrative Sample

Budget Goal: \_\_\_\_\_

Time frame: \_\_\_\_\_

<u>Line Item</u>	<u>Description</u>	<u>Item Cost</u>	<u>Total Cost</u>
Program Budget			

## Budget Narrative Sample

Budget Goal: \_\_\_\_\_

Time frame: \_\_\_\_\_

[illegible]

## Budget Narrative Sample

Budget Goal: \_\_\_\_\_

Time frame: \_\_\_\_\_

<u>Line Item</u>	<u>Description</u>	<u>Item Cost</u>	<u>Total Cost</u>
Program Budget			
Salaries	Counselors: 2 with MSW & eligible for state payments	\$55,000 per FTE	\$110,000
Benefits/Taxes	Consistent with organization guidelines	18% (includes emp. share of FICA)	\$19,800
Capital Budget			
Construction	Bid includes Site Improvements to Landscaping	ABC Construction	560,000